

Henri is passionate about cars. During our interview, he broke away to help a resident change his oil. “When I retired from the Army, I sold Hondas for 20 years. When it was raining and few customers were around, I’d go ask the mechanics questions to keep from getting bored. I learned quick.” Today Henri shows residents where the tools are and offers guidance. Plus he tinkers with his own car. “When I arrived, I noticed a few abandoned vehicles taking up parking spots, including a handicapped space. And I’ve been pushing to get notices on those cars to be moved. I’m pretty vocal. So someone volunteered me for the RAC, and Scott Project committee,” he chuckled. Henri also likes golfing, bowling,

“I volunteer in the auto shop and help steer residents in the right direction.”
— Henri Gibson (Army)

and volunteering. Plus he goes downtown and has been to lots of museums. “I’m very happy. The only thing I’d change is adding some evening activities.” Maybe, someday, Henri will run an auto maintenance demo for residents?



Performance features:

Performance Management

Human Capital Strategic Planning

High-Priority Performance Goals

Performance Budget Integration

Performance Measures

Verification & Validation

PERFORMANCE

EXAMINE EXCELLENCE

Performance Management



Since 2004 AFRH has been fully engaged in a pilot Performance Management Program (PMP) – linking strategy to goals via extensive business planning and staff performance plans.

This pilot has been part of a larger strategic endeavor to align human capital management strategies with Agency Mission, Goals and Objectives. Such alignment creates a results-oriented culture – which fosters a diverse, high-performing workforce. It establishes a system that distinguishes high and low levels of performance. Plus it effectively links individual (and departmental) performance to our Goals and desired results.

Our PMP was officially launched in an agency notice in FY09. To ensure staff members truly understand their performance link to the AFRH strategy, we revamped our PM training, made it

mandatory, and administered it to most staff in FY09. Also, we rolled out an updated individual performance plan.

Two of the three “service areas” had a lack of supervisor input due to staff changes in early FY09. That resulted in the shift of 2008 performance from its usual 12-month cycle to a longer one ending March 2009. That shift means the 2009 performance cycle only spans April - December 2009.

One annual requirement is the Employee Satisfaction Survey, which was administered in August 09. The results show a majority of staff agree that working at AFRH is “very good” or “better”(actual result: 63%, which is slightly below our 70% goal). FY09 also featured an audit by OPM at the end of September. Results are forthcoming in FY10.

HUMAN CAPITAL STRATEGIC PLANNING

Our vision is to match our facilities and activities with the Aging in Place model. Achieving this depends on our ability to recruit, hire, develop and retain a highly capable workforce.

As such, we have developed our first Strategic Human Capital Plan (SHCP) for 2009 – 2014, which also responds to the President’s hiring reform agenda and Work-Life initiatives.

The SHCP links our Strategic Plan and Business Plans to our human capital priorities. It outlines our goals and planned activities for the next few years. And the Plan even outlines strategies and tactics to reach those goals.

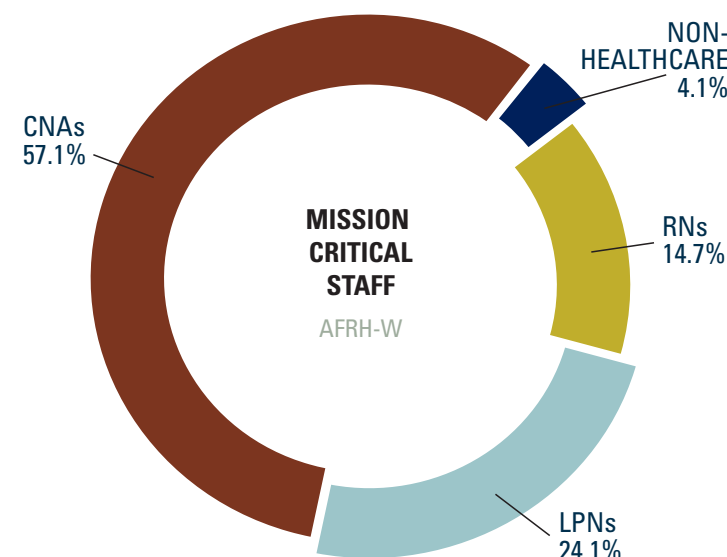
Finally, we set milestones to track, measure and assess our human capital programs. Ultimately this SHCP will help us achieve our Mission, serve our residents, and invest in our most important asset: our workforce.

The goals set forth in the SHCP were developed to directly align with the five human capital systems under the Human Capital Assessment and Accountability Framework (HCAAF) established by OPM. (See “Glance Endeavors” sidebar.)

Employees serve AFRH in the following core functions: healthcare services, campus operations, resident services, and support staff. Of these, healthcare is the largest organizational group at AFRH and it holds the majority of mission critical occupations.

58.3% of AFRH-W jobs are mission-critical.

Many are in Healthcare (see below):



Glance Endeavors:

- **Strategic Alignment:**
A system typically led by the Chief Human Capital Officer (CHCO) that promotes the alignment of human capital with Mission, Goals & Objectives
- **Leadership & Knowledge Management:**
A system that ensures leadership continuity by filling leader gaps and fostering programs that capture knowledge and promote learning
- **Results-driven Performance Culture:**
A system that promotes a diverse, high-performing workforce by cultivating effective performance management systems and awards programs
- **Talent Management:**
A system that addresses competency gaps (especially mission-critical jobs) by developing programs to attract, acquire, promote & retain top talent
- **Accountability:**
A system that boosts performance by evaluating the results of human capital programs, activities and policies – and creating measures for improvement



SEEK SUCCESS

High-Priority Performance Goals

Last year, we pioneered the concept of establishing four key “Focus Areas” that directly impact our bottom line. We directed our resources to support these Areas and presented the results in the FY08 PAR.

Our focus forward is now on “significant challenges.” OMB called upon all Agencies to support the President’s attention to high-impact goals. In response, we’ve revamped our Focus Areas – and we’re now monitoring progress according to our new “High-Priority Performance Goals.”

Reporting

These new Goals are already being measured – and our efforts are making a great impact on AFRH modernization. In fact, the new Goals have united staff and vendors to meet their end requirements.

Yet, our performance reporting is still in a state of flux. Starting in FY07, we baselined our performance measures by first isolating, then consolidating, key metrics. That process began the integration of performance with budget allocations. Moreover, we identified the costs associated with each Strategic Goal.

In FY09 our budget integration was fully automated – but reporting of the net cost by Strategic Goal will not occur until we have two full years to compare. This will occur in FY10.



LaGarde 3rd floor staff earns the “Patient Care” award in Q2.

PROGRESS:

Goal 1: Healthcare
(Resident Wellbeing)
Ensure exceptional resident care and extensive support.

- ✓

ACCREDITATION: IN GOOD STANDING

 - **CARF Accreditation Good through 2013**
 - Quality Improvement Plans up-to-date via PI meetings
 - PI meetings expanded to cover AFRH high risks
 - **DoD IG Inspection**
 - September 09: awaiting report
 - No indication of major findings
- ✓

COMPLETED RESIDENT ASSESSMENT PLANS = 99%

 - **Vitality Plans in place for Residents November 08**
 - All residents receive an annual assessment
 - At annual physicals residents get assessments
 - **Aging in Place initiatives moving forward**
 - Now developing program with appropriate resources
 - **Aging in Place staff training in development**
 - (FY10 rollout)
- ✓

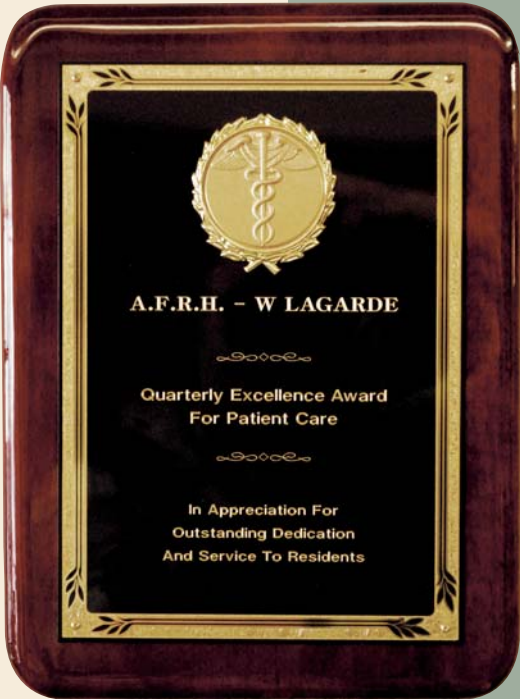
RESIDENT SATISFACTION = 70% OVERALL

 - **Annual Surveys = 74% “Excellent” or “Good”**
 - **“Excellent” Dining Survey taken in Healthcare only**

The new administration employed “High-Priority Performance Goals” to build a transparent, high-performance government.



President Barack Obama





Major Bell (Air Force) is thanked for his service by resident George Wellman (Army).

Goal 2a: Housing (Gulfport)

Add residents to a fully functional facility in FY11.



CONSTRUCTION WITHIN BUDGET & ON SCHEDULE

■ Beach Access:

- Estimated Completion: March/April 2010

■ Chapel:

- Notice to Proceed June 8, 2009
- Total Completed & Stored 18.77%
- Estimated Finish: March/April 2010

■ Gulfport Main Facility

- Estimated Finish - July 2010
- Design:
 - o 100% complete; drawings issued to builders
 - o Finishes and color selections final
 - o FF&E* procurement packages final
 - o Swimming pool 85% done (base contract mod.)
- *Furniture, Fixtures & Equipment
- Design-Build:
 - o Main facility notice to proceed Jan 3, 2008
 - >Total completed & stored 68.52%



OPERATIONAL PLANS DEVELOPED



Goal 2b: Housing (Washington)

Right-size" facility and give it a facelift by 2013.



SCOTT PROJECT WITHIN BUDGET & ON SCHEDULE

■ Scheduled Completion:

- Commons/Healthcare: late Dec 2012
 - o Bridging Design Architect-Engineer: Dimella Shaffer
 - o Construction Manager: Jacobs Engineering
 - o Progress: POR* review underway with Project Team, management & staff
 - o Design: 10% complete; 100% target: July 30, 2010

* Program of Requirements

■ Transition:

- Chiller & Cooling Tower:
 - o Relocate chiller & cooling tower to Sheridan before Scott demolition
- Design: Chiller & Cooling Tower
 - o 20% complete; 100% target: May 31, 2010
- IT:
 - o Move IT environment from Scott to Sherman
 - o Conducting IT Relocation Study



OPERATIONAL PLANS DEVELOPED



King and Queen of Mardi Gras: Robert Stevenson and Anna Kubish (Army).





Enlisted LPN students come work here for two weeks, full-time.

Goal 3: Stewardship (Corporate Effectiveness)

Maintain overall vitality via more efficient management.



Trust Fund solvency

- AFRH LRFP:
 - Completed and then updated in FY09
 - Analysis & forecasting assured solvency
 - Forward-thinking AFRH plans were key
- IC Risk Management Plan:
 - Program Developed
 - High risks at AFRH identified
 - Action Plans written
 - Quality reviews scheduled



Accuracy of financial reporting

- Unqualified Audit Opinion: (earned FY09)
- Fifth straight year
- Financial Management Notice: published



ANALYZE ADVANCES

Performance Budget Integration

Financial Growth

FY09 updates to the LRFP have affirmed Trust Fund solvency. Management's emphasis on Aging in Place will promote longer resident independence, healthier lifestyle alternatives and greater support services. By wisely managing our high cost centers and lowering service expenses, we will modernize the quality of life for residents and preserve the AFRH Trust Fund.

As we prepare for the reopening of Gulfport in FY11, we recognize the need to create cost-effective financial models for both the resized Washington campus and the new Gulfport one. So, we created several strategies to achieve this.

Savings measures for financial growth:

- Staffing wisely to support Aging in Place
- Hiring aptly (per expected resident mix)
- Creating efficient, performance-based contracts
- Ensuring economic & environmental responsibility

FY09: 1st year we automated the measurement of spending, per strategic goal.

Resident Roger Davison (Air Force) earns a jacket for walking 24,000 miles.



Exceptional Service

AFRH Service standards continue to be upgraded. With added attention to resident-focused service, our Business Plans in FY09 were augmented with specific targets. For instance, to "personalize" our customer service and better meet the residents' needs, we added several key actions:

services. This all-inclusive support includes network services to all Federal requirements, desktop support, email, calendaring, hosting of UltraCare (medical records), web services, IT security compliance, computation hosting (nutrition service), and records management. Regarding CARF accreditation, monthly PI meetings are being

Define, develop and implement Aging in Place	ONGOING
Develop and implement targeted vitality services	ONGOING
Create a premier living residence – economically	ONGOING
Enhance communications (via resident & staff input)	ONGOING
Expand website and communication plans	ONGOING

Improved Processes

With the Scott Project well underway, the planned demolition of the current Scott Residence poses a problem – given the location of our IT hub inside. So plans were finished in FY09 to move it. Plus, a Memorandum of Agreement (MOA) has been signed for the upgrade of desktop support and hosting consolidation. The approved recommendation (for FY10 implementation) comes via NBC and will provide fully compliant data migration, consolidation and hosting

expanded. Given that we have identified high-risk areas, a new agenda item to address progress in these areas was added. A thorough look at policies, directives and Standard Operating Procedures (SOP) in healthcare service was completed. Most Healthcare SOPs (470) were updated and redistributed. And a total of 27 directives, notices and policies were published. Further, Procurement processes were revamped and yielded improved contracts for the coming year – especially in Campus Operations. Also, the Home is reaching for LEED Silver compliance in all new construction to

bring AFRH into compliance with “green” solutions to rising energy costs. Lastly, the installation of keyless entry systems for both Sheridan in Washington and the new facility in Gulfport are well under way.

Learning & Growth

PM training was added to mandatory training courses. This ongoing staff training is vital to transforming our entire culture to Aging in Place. In fact, we have a renewed emphasis on all our human capital programs. Also, Aging in Place orientation – and Independent Living Plus (ILP) program and training – is under development for FY10 rollout. AFRH even published a comprehensive staff directive on Training and Development.

Culture of Integrity

Drafted goals and measures for Human Capital Program. This major corporate initiative is now being successfully deployed throughout the entire organization. AFRH also participated in a summer food drive in DC called “Warm Up to Giving.” This was an ideal way for all staff to engage in a charitable event. Further, several offsite and service area get-togethers brought our staff and contractors together socially.



Residents transplant an historic tree from one of Abe Lincoln's landmark properties to AFRH grounds.





SEE
WHAT'S
NEW

- > Big progress on capital improvements (AFRH-G & -W)
- > Overall success on financial goals (despite recession)
- > 1st automated year to track spending by strategic goal

INSPECT PROGRESS

Performance Measures

FY09: Our 1st year measuring High-Priority Performance Goals. We compared the results of our High-Priority Performance Goals to measurements of our Strategic Goals of years past. And we detected a consistent trend of meeting our measures. In FY10 we will refine our High-Priority measures for even greater performance.



SEE
WHAT'S
NEW

- > Aging in Place programs, training & staff underway
- > Advances in procurement, staffing & human capital
- > Surveys to residents & staff yield positive feedback

High-Priority Performance Goals Analysis

High-Priority Performance Goal	Baseline Performance Measure FY07 Target	FY07	FY08	FY09
Goal: HEALTHCARE (Resident Wellbeing)				
Accreditation	In good standing	Met	Met	Met
% of resident satisfaction	70%	Met	Met	Met
% of resident assessment plans	95%	NA	NA	Met
Goal: HOUSING FOR VETERANS (Gulfport & Washington)				
GULFPORT				
Construction	Within budget and on schedule	Met	Met	Met
Operational Plans	Plan	N/A	Met	Met
WASHINGTON				
Construction	Within budget and on schedule	NA	NA	Met
Operational Plans	Plan	Met	Met	Met
Goal: STEWARDSHIP (Corporate Effectiveness)				
Trust Fund solvency	Even balance of resources vs. obligations	Met	Met	Met
Accuracy of Financial reporting	Unqualified audit opinion	Met	Met	Met
Evidence of measurable training goals	80% participation in 4 mandatory training classes for all staff	Met	Met	Not Met
% of Employee Climate Survey responses of "Excellent" or "Very Good"	70%	N/A	Met	Not Met

IDENTIFY INTERESTS

Resident Surveys

To assess resident satisfaction, AFRH has several measures – both in Strategic Goals – and now in High-Priority Performance Goals.

In FY09, we conducted a survey of prospective Gulfport residents to gauge preferences in bed size (double or single). With 126 votes for single, AFRH chose to buy 150 single mattresses – and acquire adjustable bed-frames that can accommodate a single or full. This way, we can satisfy everyone.

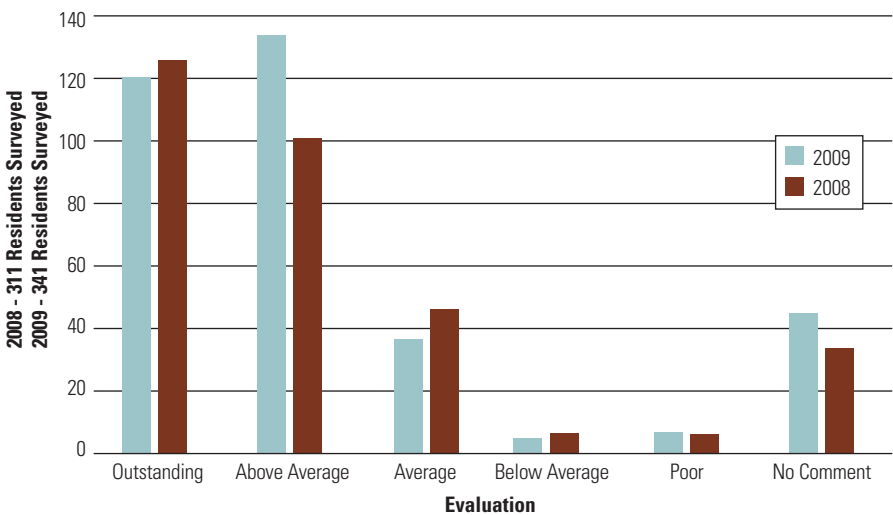
Further, Resident Services took a thorough annual survey on activities. The comparative results are shown along with the highlights.

What’s more, a meal satisfaction survey was taken in LaGarde (for LTC and AL residents) and it was compared to last year’s survey. (A dining survey in Scott only occurs every other year, and we performed one in 2008.)

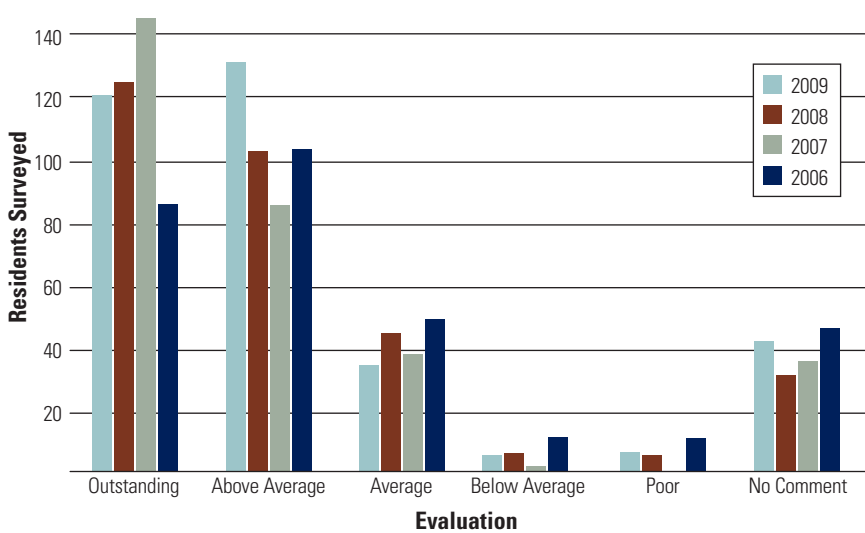
SURVEY RESULTS

Customer Service:	Result	Target
(“Outstanding” or “Above Average”)	74%	70%.

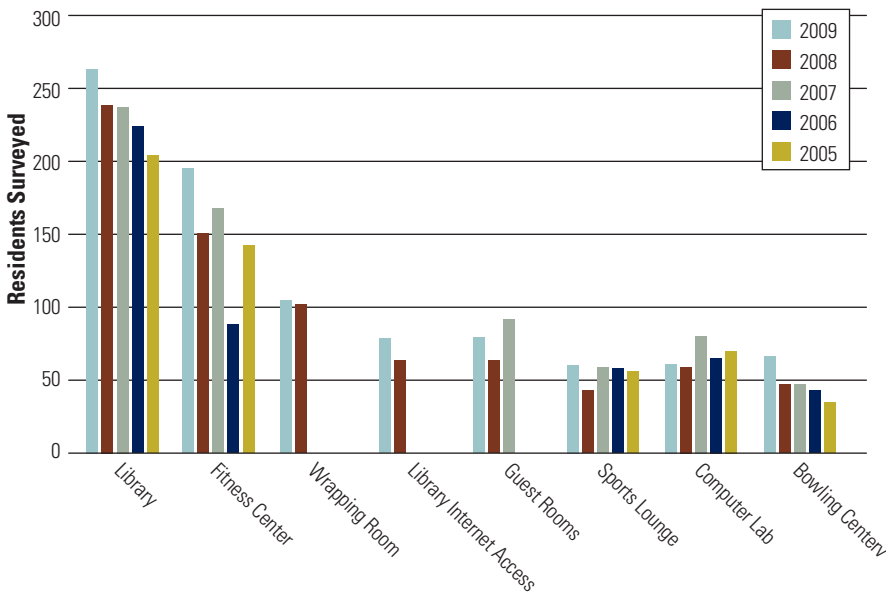
Comparative Customer Service Evaluation
July 2008 and July 2009



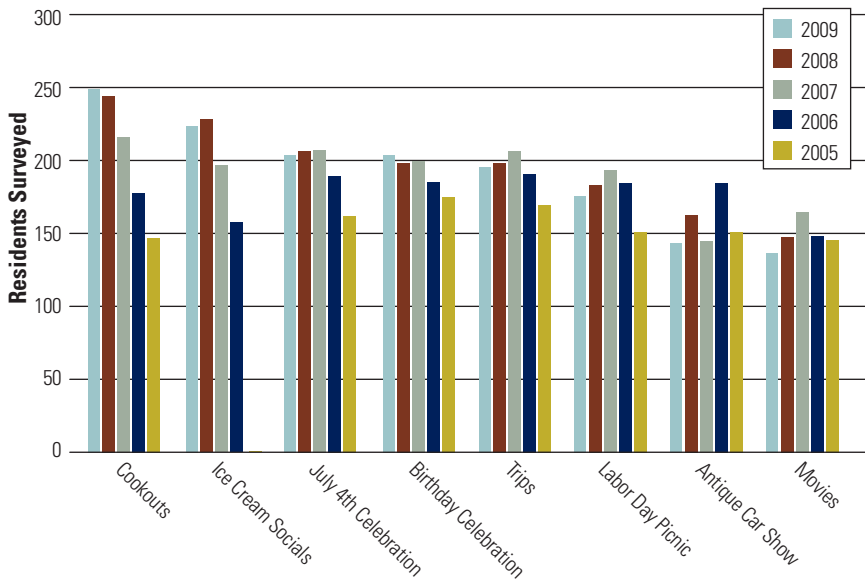
Comparative Customer Service Evaluation 2006-2009



Most Used Facilities (Top 8)
Comparative Trends



Most Popular Activities/Programs (Top 8)
Comparative Trends



Resident Services has been tracking “customer service” responses since 2006. The chart to the left shows the trend varying somewhat but remaining well above our target of 70% at the Outstanding or Above Average mark.

With the imminent resizing of the Washington facility, it is vital for us to know which amenities are preferred, so we can plan accordingly. The chart to the left reveals the library and the fitness center are now the most used resident services. This trend has remained constant over the years we’ve conducted surveys (FY05-09).

Naturally, AFRH wants to please residents with a full range of activities. Our annual survey showed ice cream socials, July 4 celebration, and day trips are still at the top of residents’ favorites, according to recent trends.



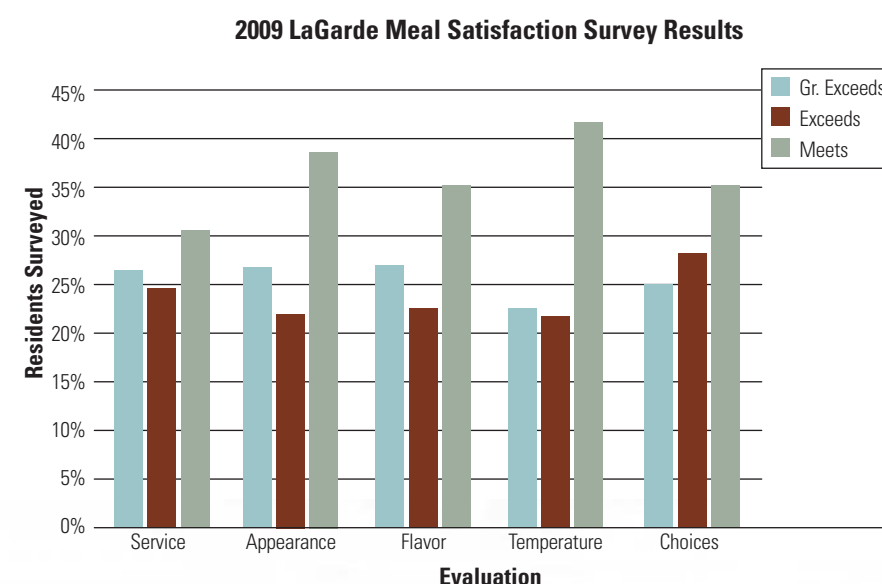
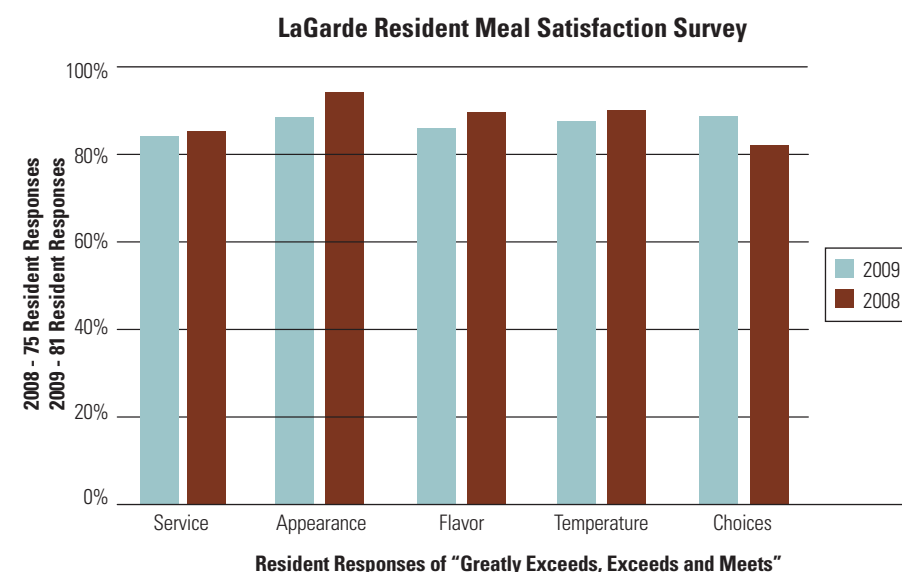
Capt. Timothy Fox navigates the first cut at the Navy Birthday gala.





LaGarde Dining:
(Service quality Meets or Exceeds):

Results
82%



New benches are built with personalized plaques for a \$500 donation.

GAUGE ACHIEVEMENT

Verification & Validation

Federal agencies are required to certify completeness and reliability of performance data.⁵ That data must be verified and validated – so AFRH has several means of external, independent reviews (E.g., OPM, BPD, CARF/CCAC, DoD IG).

SUCCESS MEASURES:

Business Measures:

- Solvency of the Trust Fund
- Stability in Resident Occupancy
- Cost Savings via Initiatives
- Reductions in land & space ("right-sizing")
- Donations & Volunteering

Customer Satisfaction:

- Improved Survey Results
- Advances in Health & Wellness
- Enhancements to Facilities
- Supplemental Services

Employee Satisfaction:

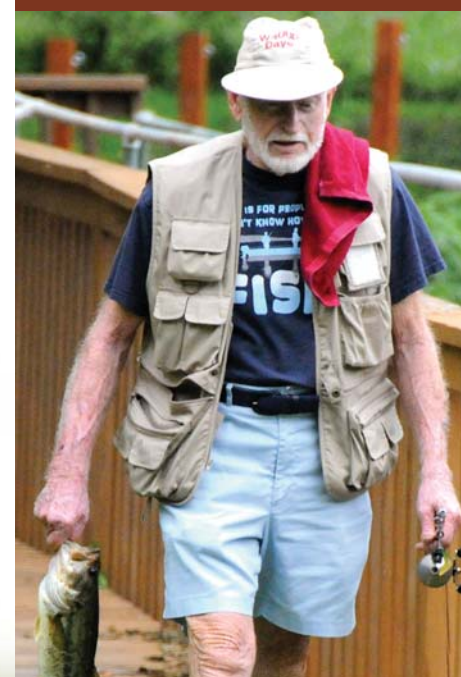
- Boost in Performance Evaluations
- Positive Staff Climate Surveys
- Updated Policies & Directives
 - Policy statements = 5
 - Notices = 11
 - Directives = 11

External Benchmarks:

- Maintenance of CARF/CCAC accreditation
- 1st inspection by DoD IG (no major findings)
- Evaluation of major operations by DoD IG
- 1st annual review by Local Board of Advisors & creation of meeting survey tool (No major issues & full accord)

Financial Data:

- Annual reviews of fiscal status & reporting devices (BPD & external auditor)
- Published a Financial Management Directive



David Anderson (Air Force) bags "catch of the day" at the Fish Rodeo.

⁵ Per the Government Performance and Results Act of 1993 and the Reports Consolidation Act of 2000